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Project Managers' Advisory Group

MINUTES
August 18, 2008

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Attending: (* = by phone)

Bob Giannuzzi	EPMO
Charles Richards	EPMO
Linda Lowe	EPMO
Alisa Cutler	EPMO
Jesus Lopez	EPMO
Gaye Mays*	EPMO
Tim Pursell	ITS
James Myers	ITS
Tina Certo	ITS
Herman Honeycutt	DA & CS
Lynne Beck	DHHS DMH/DD/SAS
Lisa Haire	DHHS DMH/DD/SAS
Marci Keiser	DHHS DMH/DD/SAS
Gary Imes	DHHS DMH/DIRM
Gary Lapio*	DHHS
Bruce Humphrey	NCCCS
Jim Skinner	DOI
Valerie Maat	OSC
Lucy Cornelius	DPI
Randy Moody	DENR

Bob Giannuzzi welcomed everyone to the meeting. **Herman Honeycutt, Lisa Haire, Marci Keiser, Gary Imes,** and **Tim Pursell** were introduced as first time attendees.

Bob acknowledged **Gary Imes** of DHHS for passing the PMP exam. **Gary** as well as **Marci Keiser** and **Lisa Haire** were presented letters from the SCIO recognizing them for their achievement. They all attended the last PPMP Exam Prep class sponsored by the EPMO.

Bob solicited and received approval of the July minutes.

Tim Pursell presented an overview of the role of his Architecture and Engineering function since the recent reorganization at ITS.

Jesus Lopez reported that the fall schedule of the EPMO's PMP Exam Prep class has been finalized. There are currently 28 candidates.   Each agency is guaranteed two seats.

Bob reminded everyone of the NCPMI Annual Event on September 3. On August 27, the PMO Committee (LIG) will have Steve Davis speaking on *Business Continuity Planning and PMO Involvement.* Other imminent NCPMI meetings of interest (from the NCPMI website):
- The August 20 General Membership meeting will feature Don Rabon speaking on *Is that the Truth? Learn how to tell when someone on your team is being deceptive.*
- Chuck Muscia of Martin Marietta Materials will be speaking at the September 8 IS Committee meeting.

Alisa Cutler summarized Methodology Group activities:
- The proposed Closeout document has been accepted and will soon be posted on the EPMO website.
- The checklist for monthly status reporting is still a work in progress. The group was again asked to provide input.
- Revision of the Procurement Plan document is also progressing. ITS Procurement is participating in this effort.

Bob passed out the following information on upcoming teleconferences of interest to the PM Advisory Group. He again pointed out the opportunity for a PMAG member to present at a NASCIO teleconference. **Marci Keiser** pointed out that through NASCIO an inquiry came in to DMH about their intended use of the VistA platform.

Organization/website	Contacts	Upcoming Calls
NASCIO http://www.nascio.org/committees/projectmanagement/	Stephanie Jamison 859/514-9148 sjamison@AMRms.com Access 888/272-7337 conference ID 6916986	No August presentation
PMO Executive Council http://www.pmo.executiveboard.com/	Register at website	July 22 (12:00 PM) **Lightweight Portfolio Stewardship: Striking the Right Balance Between Process Rigor and Executive Judgment** August 13 (11:00 AM) **Profile of the High-Performing Project Manager: Drivers of Project Manager Effectiveness**
CIO Executive Council http://www.cio.executiveboard.com/	Register at website	August 12 (12:00 PM) **World-Class IT Strategic Planning**
Application Executive Council http://www.aec.executiveboard.com/	Contact Bob Giannuzzi to register	July 24 (11:00 AM) **Mastering Applications Multisourcing** August 14 (6:00 PM) **Improving the Effectiveness of Applications Deployment**
Infrastructure Executive Council http://www.iec.executiveboard.com/	Contact Bob Giannuzzi to register	July 23 (10:00) **Prioritizing Investments Across Infrastructure Services**
Information Risk Executive Council http://www.irec.executiveboard.com/	Register at website	July 22 (11:00) **Effective Techniques to Assess Critical IP Risks**

		August 12 (11:00) **Network Access Controls**
Enterprise Architecture Executive Council http://www.eaec. executiveboard.com/	Register at website	July 24 (12:00) **Architecture Foundations for Business Intelligence**

Jesus Lopez reported on continued effort to improve the content of the EPMO website. He solicited recommendations from the group.

Bob reported that activity has started on the RFP process for bringing in onsite training later this fiscal year.

Charles Richards reported that testing of the PPM upgrade to Microsoft PPS 2006 has been has progressed. The goal is still to go live in September.

Lessons Learned from recently closed projects were distributed in advance but not discussed at the meeting. **Bob** highlighted one relative to readiness and transition in the event a PM leaves.

Bruce Humphrey inquired about the status of the EPMO improvement plan. Bob will add discussion of that plan to next month's agenda.

Meeting adjourned at 4:20.

NEXT MEETING
Monday, September 15, 2008
ITS Conference Room 2 or (919)981-5520

Lessons Learned Documentation

Exhibit A

Department of Insurance - Seniors' Health Insurance Information Program (SHIIP) Advanced Counselor Program

Topic	Lessons Learned
1. RFQ Development and Approval Process	Although the project was being funded entirely with a federal grant award, it was still necessary to follow through for State approval which took nearly 5 months for development and approval process.
2. Software implementation	Training session provided by vendor and all other training occurred through trial and error.
3. Recording Function	We learned the State facilities were not conducive for audio layover recording which necessitated the need to find off-site facilities to conduct such.
4. Editing Function	Considerable time was spent editing the visual and audio portions of the project. There was a learning curve with the editing procedures that consumed time not anticipated.
5. Updating Procedures	Because of ongoing changes to the Medicare program, on two occasions we have updated the audio and visual portions of the project successfully with minimal assistance from vendor.
Topic	**Lessons Learned**
6. RFQ Development and Approval Process	Although the project was being funded entirely with a federal grant award, it was still necessary to follow through for State approval which took nearly 5 months for development and approval process.
7. Software implementation	Training session provided by vendor and all other training occurred through trial and error.

Exhibit B

DHHS - DMH DWI Certification

1. **LESSONS LEARNED** - What were the **positive** lessons learned (project strengths) from this effort?

If I/T can understand the users business processes – what they are doing and why they do it that way – I/T can provide suggested process automation for the user's approval. I/T must understand who their user is serving and what they are actually doing to accomplish their objectives. Everybody who is affected by the system must get some benefit (or at least no detriment) from it. This will result in all users realizing savings and therefore satisfaction.

2. **LESSONS LEARNED** - What **opportunities for improvements** (project weaknesses) were learned with this project?

Don't assume that your business owner is keeping the sponsor informed. Keep meeting with and copying the sponsor on everything, even if it seems a waste of their time. The sponsor will let you know if they do not want that level of information.

Exhibit C

ITS - SDC – Telecomm Infrastructure

Planning & Design Phase:

Topic	Lessons Learned
1. Monthly Status Reporting	Status reporting was completed using a Microsoft Project plan and weekly discussions with Senior Management.
2. ETS System Design Document	The technical staff did a good job of keeping the design document up to date.

Execution & Build Phase:

Topic	Lessons Learned
1. Risk Management	A Risk Management Plan would have been beneficial to alleviate a three month delay due to parts not being available from the vendor. This would have been flagged early in the process and an alternative plan (such as earlier procurement of needed parts) developed.
2. Vendor Management / Vendor Performance / Vendor Deliverables	Needed tighter control over vendor deliverables such as power supply equipment.
3. Hosting Provider (setting up environments)	Setting up new environments from scratch always takes more effort than anticipated. Needed better planning for anticipated vendor problems.

General Comments:

Topic	Lessons Learned
1. Project Manager	Using a Project Manager experienced with the EPMO processes will minimize the documentation and reporting efforts while assuring efficient movement through the processes.
2. Program Management	This project was part of a group of projects (more than 6) that would have been better handled as a program since most of the project management work on all of the projects was redundant.

Exhibit D

ITS - SDC – Mainframe Capacity Backup

Initiation Phase:

Topic	Lessons Learned
1. Business Case / Project Charter	No official project charter was created for this project. It should have been completed as part of a Second Data Center Program.
2. Benefits	Benefits were not developed for this project. They were defined as part of the overall SDC Program.
3. Managing Sponsor Expectations	The Sponsor's expectations were to get the job done.

Planning & Design Phase:

Topic	Lessons Learned
1. Monthly Status Reporting	Status reporting was completed using a Microsoft Project plan and weekly discussions with Senior Management.
2. ETS System Design Document	The technical staff did a good job of keeping the design document up to date.

Execution & Build Phase:

Topic	Lessons Learned
1. Risk Management	A Risk Management Plan would have been beneficial to alleviate a three month delay due to parts not being available from the vendor. This would have been flagged early in the process and an alternative plan (such as earlier procurement of needed parts) developed.
2. Project Schedule / Milestones / Project Planning	A Microsoft Project Plan was effectively used to manage the schedule and milestones. This was also the primary reporting tool used with Senior Management.
3. Testing (test execution, verification & validation, test scripts, test cases)	No test plan was developed for this project. Testing relied on individual component testing with acceptance testing accomplished through a disaster recovery exercise controlled by another project.
4. Hosting Provider (setting up environments)	Setting up new environments from scratch always takes more effort than anticipated. Needed better planning for anticipated vendor problems.

General Comments:

Topic	Lessons Learned
1. Project Manager	Using a Project Manager experienced with the EPMO processes will minimize the documentation and reporting efforts while assuring efficient movement through the processes.
2. Program Management	This project was part of a group of projects (more than 6) that would have been better handled as a program since most of the project management work on all of the projects was redundant.

Exhibit E

ITS - ITAM Project Phase I

1. **LESSONS LEARNED** - What were the **positive** lessons learned (project strengths) from this effort?

   The positive lesson is the importance of communications and team collaboration. This effort was extremely fast paced with a hard target date. To meet targets and expectations, it was necessary for all team members (including the vendor) to be in synch with one another.

2. **LESSONS LEARNED** - What **opportunities for improvements** (project weaknesses) were learned with this project?

   The opportunity for improvement lies with the concept of working within the complexities of a new system. We had increased risk factors with a new system in the complexity of our system network/architecture, and, data gathering.

Initiation Phase:

Topic	Lessons Learned
4. Project Approval Process	The format of the approval made it difficult for us. We were doing a purchase for what would eventually be a statewide effort, but the initial project was a small one. It was hard to explain that we did not know how much statewide implementation would cost, when we did not even know what the initial project would cost.
5. Managing Customer Expectations	Trying to keep the initial project small was quite difficult.

Planning & Design Phase:

Topic	Lessons Learned
1. Managing Sponsor Expectations	Sponsor had expectation of a very fast rollout. This made the project accelerated for the participants.

Execution & Build Phase:

Topic	Lessons Learned
4. Vendor Management / Vendor Performance / Vendor Deliverables	Vendor underestimated the complexity of the state telecommunications network. This increased risk.

Implementation Phase:

Topic	Lessons Learned
1. Risk Management	We were driven by a hard date, which added risk. This was managed by high level of monitoring.